

Proceedings of the workshop  
**SMART CITIES MISSION**  
**NEXT STEPS FOR IMPLEMENTATION OF SMART CITY PROPOSALS**  
Ministry of Urban Development, Government of India  
24<sup>th</sup>-25<sup>th</sup> November 2016

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## **OVERVIEW**

A workshop titled “Smart Cities Mission: Next steps for implementation of Smart City Proposals” was organized by the Ministry of Urban Development (MoUD), Government of India during 24<sup>th</sup>-25<sup>th</sup> November 2016 at YASHADA campus, Pune. The workshop was targeted towards newly selected Smart Cities (including those selected during the Fast Track Round), for providing them with a road map for initiating the implementation of their Smart City Proposals.

The programme covered aspects such as formation of Special Purpose Vehicle (SPV), selection of Project Management Consultant (PMC), projectivization of the Smart City Proposal etc. and was structured accordingly to provide detailed information regarding each of these processes. The programme outline is given at Annexure 1.

The programme was supported technically by the Pune Municipal Corporation and the Pune Smart City Development Corporation Limited (PSCDCL). Pune has been a frontrunner in implementing the Smart Cities Mission, implementing several good initiatives that can be replicated by the other cities. Pune was also selected as the venue for the launch of Smart City projects by the Hon’ble Prime Minister on the occasion of the first anniversary of the Smart Cities Mission (25th June 2016).

The programme was well attended by participants from 21 cities (in addition to Pune), namely Ujjain, Port Blair, Ranchi, Kalyan-Dombivli, Raurkela, Thane, Warangal, Mengaluru, Faridabad, Shimogga, Panaji, Belagavi, Nagpur, Dharamshala, Raipur, Kohima, Chandigarh, Imphal, Tumakuru, Hubli-Dharwad and Aurangabad.

Several participants from the PMC and the PSCDCL were also present for discussing the issues/queries raised by the participants.

## WORKSHOP PROCEEDINGS

- **Inaugural Session:** The Director, SIUD Mr. Sunil Dhapte welcomed all the delegates and invited the key speakers, Mr. Sajeesh Kumar, Director (SC III), Ministry of Urban Development and Mr. Kunal Kumar, Commissioner PMC and Director, PSCDCL to share their views with the delegates.
- Both the speakers stressed on the need for cities to adopt an integrated approach to the implementation of SCPs rather than a piecemeal 'projects' approach. Cities were urged to expeditiously setup the required institutional framework through SPVs and Project Management Consultants (PMCs), club similar projects into modules and begin implementation of key projects such as integrated command and control centre, smart water etc. for which extensive hand-holding support would be made available by the Ministry.



*Inaugural address by Mr. Sajeesh Kumar, Director (Smart Cities), Ministry of Urban Development*



*Inaugural address by Mr. Kunal Kumar, Commissioner Pune Municipal Corporation*

- **Overview of next steps:** The session began with an overview of the next steps that cities can take. Broadly 4 areas were highlighted -
  - Setting up of SPVs (including opening of bank account and registering with PFMS),
  - Projectivization and appointment of PMCs,
  - Implementation of critical reforms such as Value Capture Finance (VCF), Credit Rating, Transaction Advisor for issuance of Municipal Bonds, Enhancement of internal revenues through reform of Property Tax and Advertisement Tax.
  - Implementation of key Smart City projects namely Smart Water, Smart Sewerage, Integrated Command and Control Centre, Smart Roads and Street/Park redesign through competitions.
  
- Participants were also familiarized with the various advisories and model/guidance documents/templates issued by the Ministry to help cities undertake the activities involved.
  
- **Institutional Structure:** This was followed by presentations on SPV and PMC by PSCDCL/Pune Corporation and covered both theoretical issues underlying these processes as well as the strategy adopted by Pune. Participants were familiarized with the model RfP developed by the MOUD for selecting
  
- **Projectivization:** The session discussed the projectivization strategy adopted by Pune. As part of the strategy Pune suggested that cities should simultaneously focus on implementing some quick-win projects within the first 12 months, and creating the framework for implementing 4-5 critical but longer term projects. Cities should combine solutions in order to get maximum impact and reduce the necessity of tendering a large number of projects. The importance of hiring a good team for this process was also highlighted.
  
- **Funding:** The session was focused on developing an overall financing strategy for implementing the SCPs. The importance of developing a wide range of financing options including use of Value Capture Finance tools, and accessing bond/debt markets was stressed.

- **Details of Projects undertaken by Pune:** A series of presentations were made by Pune on the various projects undertaken under the Smart Cities Mission. These included projects for water supply, bus rapid transport and fare management, smart street lighting, street redesign and place-making, and various ICT-based Smart Solutions such as traffic management system, e-governance etc.
- **Exposure visit:** Delegates also visited two of the initiatives being implemented by Pune, which were launched by the Hon'ble Prime Minister on 25<sup>th</sup> June 2016 on the occasion of the first anniversary of the Smart Cities Mission. The first is the Command and Control Centre set up for managing the public transport initiatives of the city, including fare management, mobility card, public-transport tracking and public information systems.



*Visit to the Command and Control Centre*

- The second is an innovative initiative of the Pune Corporation, where it has established 'Lighthouses' for leadership building and skill development amongst youth from slum clusters. The Corporation has established a city-wide forum of corporates (CSR finding) and credible NGOs for supporting the initiative in all wards of the city.





*Delegates visiting the Pune 'Lighthouses' focused on leadership development and skill building amongst youth*

## **KEY TAKEAWAYS**

- Cities were urged to complete the SPV formation process by December 15, 2016. Opening of bank accounts and registering with PFMS will also be achieved during this period.
- Cities have indicated their availability and demand for visit of MoUD Infra Teams for discussing implementation of Smart Water, Smart Sewerage, Command and Control Centre and Smart Roads projects.
- Cities have been advised to undertake selection of PMCs through the model RfP shared by The Ministry, which can be customized both for an integrated PMC or separate PMCs for ABD and Smart Solutions. All cities shall complete issue of RfP for PMC selection by 31<sup>st</sup> December 2016.
- Cities were encouraged to register on SmartNet and form a peer group for sharing of progress and learnings.

- All model/guidance documents/templates for key projects and reforms have been shared and cities are expected to seek support from MoUD and issue RfPs for the same within the next 2-3 months.

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## ANNEXURE 1: WORKSHOP OUTLINE

DAY 1: 24<sup>TH</sup> NOV

**Registration** 9.00 to 9.15 am

### INTRODUCTORY SESSION

MOUD Key Note Address	9.15 to 9.45 am
Introduction to the delegation	9.45 to 10.15 am

**Tea Break** 10.15 to 10.30 am

### TECHNICAL SESSION 1 – INSTITUTIONAL STRUCTURE

Implementation of Smart City Proposals	10.30 to 11.00 am
○ Overview of steps involved	

Setting up of SPVs	11.00 am to 12.30 pm
○ Shareholding	
○ AOA	
○ Structure of the SPV	
○ Requirements under the Companies Act	
○ Key Management Personnel	

Hiring of Project Management Consultant (PMC)	12.30 to 1.00 pm
○ Role of PMC	
○ Types (Integrated, separate for ABD and Smart Solutions)	
○ Procurement	

**Lunch Break** 1.00 to 2.00 pm

### TECHNICAL SESSION 2 – CONVERTING PLANS TO PROJECTS

Projectivization of Smart City Proposals	2.00 to 2.45 pm
○ How to do it - principles	
○ How has Pune done it	

### TECHNICAL SESSION 3 - FINANCING

Mobilization of funds for projects	2.45 to 4.00 pm
○ Financing options – PPPs, bonds, VCF, other instruments	
○ Convergence	
○ Preparatory processes	

**Tea Break** 4.00 to 4.15 pm

### TECHNICAL SESSION 4 - PROJECTS

Presentations on	4.15 to 5.30 pm
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- Water Supply
- Place-making and open spaces
- Smart lighting

**DAY 2: 25<sup>TH</sup> NOV**

**Arrival** **9.00 to 9.15 am**

**TECHNICAL SESSION 5: PROJECTS continued**

Presentations on	9.15 to 10.15 am
<ul style="list-style-type: none"> <li>○ Sustainable Transport</li> <li>○ Street redesign</li> </ul>	

**Tea Break** **10.15 to 10.30 am**

Pune's Smart City Plan and Investment Plan 2020 10.30 am to 12.00 pm

**TECHNICAL SESSION 6: SMART COLUTIONS**

Presentations on Smart Solutions	12.00 to 1.00 pm
<ul style="list-style-type: none"> <li>○ ATCS</li> <li>○ E-governance</li> <li>○ Smart Element</li> </ul>	

**Lunch Break** **1.00 to 2.00 pm**

**SITE VISIT**

Command and Control Centre to monitor fleet of 2000 plus buses to assist commuters in Pune at PMPML, Swargate City Common Mobility Card – MI Card Passenger Information System through Mobile App and Website Sustainable Livelihood Centre (SLC) at Aundh (Lighthouse Project)	2.00 to 5.00 pm
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